HUMAN RESOURCES

1. Department Overview

MISSION

Supporting excellence in the GNWT public service through the shared-service delivery of innovative, quality human resource services.

GOALS

1. Support to management's human resource decision-making that results in productive and positive human resource management practices.

2. Integrated, client-focused programs and services that are simple, timely and consistent.

3. Streamlined and simplified administrative systems and processes.

4. Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.

5. A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

Operating Environment

Business Transformation and Innovation

In 2009 the Government of the Northwest Territories (GNWT) released *20/20: A Brilliant North*, the NWT Public Service Strategic Plan. The 10-year Strategic Plan, along with the accompanying action plans, details the strategic objectives, actions, time frames, and performance measures which will guide the GNWT with its human resource and workforce planning.

The Department of Human Resources (DHR) will continue to focus on ongoing renewal of human resources policy and legislation; new terms and conditions of employment in collective agreements; systems enhancements to PeopleSoft; enhanced partnerships with client departments and agencies and the unions as well as developing metrics and measures to gauge success. This will ensure the public service is engaged in improving and delivering programs and quality services to Northwest Territories residents. It will also ensure the GNWT is positioned to effectively and efficiently implement devolution and welcome new employees to the GNWT.

Through the 2012-16 *20/20* Action Plan work will continue on establishing the GNWT as an employer of choice, or more simply the best place to work.

Labour Force Challenges

Nation-wide, there are significant labour shortages and skilled occupational areas (e.g., engineers, program specialists, financial) are difficult to recruit. The GNWT experiences a number of recruitment and retention challenges including cost of living, accessibility to services, infrastructure limitations, and

family needs. The GNWT has a corporate approach to promotion and marketing of careers, but also uses targeted recruitment strategies to reach diverse audiences in order to help enhance the quality of the applicant pool for specific occupational shortages. Changes to the GNWT employment opportunities portal have been made to better leverage the GNWT brand, emphasize the size and the diversity of job opportunities, remove barriers, and efficiently communicate with applicants. As well, the use of social media sites to share government job opportunities and the addition of an online talent community whose members can be contacted periodically for future vacancies should help increase recruitment success.

The GNWT continues to develop a northern workforce with compensation and benefits aligned with northern recruited employees. The Maximizing Northern Employment initiative to attract, identify, and develop high performing northern talent through the graduate placement, intern and summer student programs emphasize the benefits of establishing a career in the public service.

The Aboriginal population, as the fastest growing segment in the Canadian labour force, comprises 50.9% of the NWT population and is spread throughout our territory. The GNWT must take into consideration, in the development of human resource plans and initiatives that a large amount of the prospective and growing labour force resides in communities outside of Yellowknife. The GNWT supports the utilization of secondments to and from community and Aboriginal governments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience. Ongoing communication with Aboriginal and community governments to identify opportunities is required to make public service capacity development successful.

Workforce Planning and Knowledge Transfer

With a multi-generational workforce, employee health issues/costs, family care responsibilities, work-life balance expectations, and social technology use the GNWT must explore innovative approaches for employee recruitment and talent management. There is a strong need to continue programs for staff development and cross transfer of corporate knowledge and skills amongst the multi-generations throughout the organization.

The *20/20* action plans detail measures to guide the GNWT with its strategic human resource and workforce planning over the remaining 7 years of the Strategy.

Commitment to the Affirmative Action Policy through support for diversity and inclusion initiatives will help the GNWT attract and retain a representative public service from the prospective and growing labour force: Aboriginal persons and persons with disabilities. DHR is focused on development and ongoing refinement of initiatives such as internships, the Leadership Development Program, and the Associate Director/Superintendent Program to prepare employees for future challenges at all levels of the organization.

KEY ACTIVITY 1 – DIRECTORATE

Description

The **Directorate** provides leadership and direction to the Department of Human Resources. The Directorate also provides strategic/corporate human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

Performance Measures

Collective Bargaining

Fair and equitable treatment of employees is established through clear terms and conditions of employment negotiated with bargaining representatives. A contract has been negotiated and ratified with the Northwest Territories' Medical Association, and collective agreements have been negotiated and ratified with the Union of Northern Workers (UNW) and the Northwest Territories Teachers' Association. These four-year agreements to 2015-16 provide employees with predictable, stable terms of employment. Four-year agreements also provide the GNWT with the stability to address priorities of the 17th Legislative Assembly, including devolution.

The collective agreement between the GNWT and the UNW includes memorandum of understanding (MOU) to establish joint working groups to help GNWT employees work in safer and more productive environments. One working group is responsible to put into place interim provisions to provide protection for employees who disclose information in certain situations, and to provide employees with an independent mechanism to report situations where the employee, in good faith, believes wrongdoing is occurring. The other working group is responsible to review all relevant issues related to employee rest periods, including by not limited to, health and safety risks to employees and recipients of services. The review is to address the management of employee rest periods starting with health care, social work and child protection worker positions, and will expand to other positions where there may be health and safety risks to employees and/or recipients of services.

Improving Human Resource Management in the NWT

DHR continues implementation of *20/20: A Brilliant North*, the NWT Public Service Strategic Plan to engage the public service in improving and delivering programs and quality services. The *20/20* Action Plan and Results Reports for 2009-10, 2010-11 and 2011-12 were tabled in the Legislative Assembly.

In 2012-13, a new action plan has been developed to

- extend the action plan from three to four years to align with priorities identified by the 17th Legislative Assembly
- streamline actions in the plan from 42 in 2009-2012 to 26 in 2012-2016
- combine actions or move actions between goals to reflect a more efficient operational approach.

The 2012-2016 four-year action plan will be tabled during the fall 2012 sitting of the Legislative Assembly.

In 2011-12 DHR enhanced its partnership with stakeholder groups to ensure the public service as a corporate resource is managed in a way that promotes stability, retention and maximum effectiveness.

The Deputy Ministers' Human Resources Committee, the Client Advisory Group and other communities of interest such as the Directors of Finance and Directors of Policy offer forums for discussion of shared issues, challenges and identification of solutions. DHR engages with these groups on a regular basis to review key frameworks, policies and tools as well as timing and approaches. Ongoing stakeholder engagement is a priority.

Under the NWT Public Service Strategic Plan DHR continues, in partnership with the Department of Municipal and Community Affairs, the NWT Association of Communities, and the Local Government Administrators of the NWT, to support implementation of programming under the Public Service Capacity Initiative.

Human Resources Process Improvements / Service Partnership Agreements

DHR has made significant progress on the goal of Fixing the Foundation; specifically stabilizing the core transactional human resources services that DHR provides to client departments and agencies. The emphasis is shifting from fixing the foundation to maintaining the foundation.

In 2011-12, DHR initiated a business process review on the effectiveness of transactional processes for pay, benefits and data management services. An external contractor recommended strategies to improve processes including on-boarding, off-boarding, and helpdesk services. In 2012-13 DHR began implementing changes to transactional processes identified in the Business Process Improvement Plan. Overall, DHR works to reflect a continuous improvement approach where HR services are regularly reviewed and enhancements are made.

As a shared service provider, DHR engages with clients to provide services corporately. Shared service models allow governments to operate more efficiently and provide for a more consistent level of service delivery from internal support services. Service Partnership Agreements (SPAs) are a common tool for defining the relationship between the shared services centre and its clients by outlining the responsibilities of both parties to this relationship. A draft SPA and GNWT core HR services catalogue were shared with the Department of Health and Social Services in 2011-12. Refinement of the SPA and catalogue is ongoing. The SPA process is being piloted in 2012-13 with the Health and Social Services system with the aim of commencing the implementation of SPAs across the GNWT in 2013-14.

Devolution - Human Resource Planning and Implementation

Preparations to finalize and implement a devolution final agreement (Agreement) create a significant human resource management workload. There are several key items which will require investments by the DHR both prior to and following the effective date for devolution including organizational design, job evaluation, staffing of positions critical to the support of and implementation pre-devolution, on boarding, and benefit documentation.

In 2011-12 a human resources lead position, Director, Devolution – HR was created in the Department of Executive to be responsible for HR devolution implementation. This position collaborates and works closely with DHR's senior management team on human resource related activities. Implementation of the Agreement will provide opportunities for innovative organizational design, recruitment, and strategic management of diverse human capacity. The NWT Public Service Strategic Plan compliments and supports the effective and efficient implementation of devolution.

Other Initiatives

In 2013-14, the DHR will reorganize functions to better deliver strategic human resources services to support Departments, Boards and Agencies in achieving their business objectives. Through internal reorganization the DHR will combine:

- The collective bargaining and labour relations functions to form a new Labour Relations Division with a focus on internal and external employment conditions and labour/management factors to help the GNWT achieve its sound fiscal management and good governance goals.

- The compliance, research and HRHelpDesk functions to create a new Business Performance Unit with a focus on transforming and improving government services through human resources business analytics activities to achieve effective program delivery and enhanced client services to Departments, Boards and Agencies.

Also, in conjunction with the Department of Health and Social Services (H&SS), DHR will transfer to H&SS those positions that provide the health and social services' system with specialized programing and recruitment and retention guidance. Programming related to health and social services professional development, bursaries, as well as recruitment strategies directly related to health professionals (e.g., doctors, social workers, etc.), and nurse mentoring is more appropriately delivered by H&SS as the program department. DHR will continue to oversee actual recruitment activities for the health and social services system through the Allied Health Recruitment Unit as well as remain responsible for overall GNWT recruitment strategies.

KEY ACTIVITY 2 – HUMAN RESOURCES STRATEGY AND POLICY

Description

The **Human Resource Strategy and Policy (HRSP) Division** is responsible for the development and review of government-wide resource management strategies, legislation, policies, guidelines, and practices. The Division provides quality assurance services to ensure that legislation, policies, guidelines and practices are consistently and fairly applied. Research, analysis and reporting is also undertaken and coordinated through this Division.

Policy and Communications provides strategic planning, legislative and policy support to the Minister and Deputy Minister and supports departmental information and communication activities.

Financial Services coordinates financial planning and corporate services for DHR including records management services.

Human Resource Information System implements and maintains government wide human resource information systems and tools, as well as DHR specific applications.

The **Business Performance Unit** supports workforce reporting, HR metrics, and business analytics activities. The unit is also responsible for management of the HR Helpdesk.

Performance Measures

Measure 1 – Successful Completion of Policy and Legislation Reviews

In 2011-12, the *Public Service Act* was amended to remove the restriction that prevented the appointment of more than three Staffing Review Officers; the Workplace Conflict Resolution Policy was replaced by the Harassment Free and Respectful Workplace Policy; and a new Duty to Accommodate Injury and Disability Policy came into effect.

The Department continues its work on a systematic overhaul of the Human Resource Manual (HRM).

DHR will continue to review the human resource policy framework to identify significant issues as well as increase employee understanding of human resource programs and services through proactive and integrated communications.

Measure 2 – Communication

DHR provides proactive and integrated communications to ensure employee and public understanding of human resource programs and services. A "Meet our People" campaign was launched in 2011-12 to profile the range of opportunities and benefits within the GNWT, and to give northerners a chance to meet the people working on their behalf.

To support the priority of building a strong, sustainable future for our territory by enabling NWT residents to enter and stay in the workforce, the DHR is using new tools and resources to improve GNWT recruitment practices and better communicate with job seekers in the NWT. This technology provides faster and more cost-effective ways to deliver information about DHR programs and services to recruit

new employees. DHR launched its own Facebook page in April 2012 to promote the benefits of working with the territorial public service. Work will continue in 2013-14 on development of a social media strategy for employment-related activities to enable the GNWT to maintain an online talent community across social media sites such as LinkedIn, Twitter and Facebook. Online members can be contacted periodically for job opportunities and can help promote the GNWT as an employer of choice.

A review of DHR external website was carried out in 2011-12, and improvements to the site began in 2012-13.

Measure 3 – Human Resources Information System Updates

Work started in 2011-12 to transition the corporate Human Resource Information System from PeopleSoft 8.9 to PeopleSoft 9.1. The upgrade ensures the GNWT Human Resource Information System continues to stay up-to-date with current technologies while leveraging the significant investment in the system by exploiting the functionality delivered within the application. The upgrade is scheduled to be completed in 2012-13 with ongoing performance monitoring for continuous improvement in 2013-14.

The ePerformance Project is scheduled to start in the last quarter of 2012-13 and be completed in 2013-14. The objective is to streamline a manual performance evaluation process into an efficient online performance evaluation system.

Measure 4: Percentage of Helpdesk inquiries completed by immediate response, and within one week

DHR operates a Helpdesk to streamline and track responses to employees' inquiries as well as capture workflow information. Depending on the nature of the inquiry, Helpdesk questions can be resolved almost immediately or take much longer to conclude. For example, the correction of a data entry mistake might be completed within hours, but more complicated issues such as adjusting pensions or buying-back past service might involve other governments and take months to fully resolve. Analysis of the inquiries to date indicates that considerable time is spent addressing simple issues such as forgotten passwords or predefined procedures available to employees such as time entry instructions and time codes.

Year	Phone Queries		Email Queries		All Issues Ticketed	
	Average Resolved Immediately	Average Ticketed	Average Resolved Immediately	Average Ticketed	Closed within 7 days	Average # of Days to Close
2007/2008*	80%	20%	45%	55%	62%	18.22
2008/2009	77.2%	22.9%	47.1%	52.8%	39%	11.71
2009/2010	79%	21%	53%	47%	71%	13.7
2010/2011	77%	23%	60%	40%	64%	15.28
2011/12	87%	13%	45%	55%	72%	23.05

*The HR Helpdesk was established in 2007. Statistics are from December 2007 to March 31, 2008.

During the 2009-10 fiscal year, the Department of Finance implemented the System for Accountability & Management (SAM). As part of this transition, a SAM Helpdesk was established. Although separate from the HR Helpdesk, the two departments share software and a single database. The statistics broken down above of inquiries received by phone and e-mail are inquiries from external clients to the Department of Human Resources only. The statistics of "all issues ticketed" include inquiries from external clients, those for the SAM Helpdesk, as well as internal requests from HR staff to other Divisions within HR. Beginning in 2008-09, Helpdesk has been used by HR staff for internal requests. A closed call can be reopened at any time, which will change the closed date well into the future of the original ticket date.

Other Initiatives

Through a minor internal reorganization a new Business Performance Unit is being created in HR Strategy and Policy. Two existing positions are being re-described and several other existing positions are being moved into the new reporting structure. The Business Performance Unit aligns workforce reporting, HR metrics, and business analytics activities. The unit empowers DHR in becoming a valued business partner to GNWT Departments, Boards and Agencies by identifying, consolidating, measuring, and reporting workforce information relevant to the strategic, operational, and transactional goals of Departments, Boards and Agencies to enhance HR management and organizational performance. The Business Performance Unit's focus is on developing tools, methods and strategies under each of the following activities:

- Workforce Planning: employee related information that is used by HR analysts, HR managers and HR clients.
- HR Metrics: numbers that enhance a story or argument and can provide details about the operational performance of DHR and its programs and services.
- Business Analytics: meaningful patterns and insights from HR data that can impact business performance.

Additionally, the unit will establish and refine data rules (data integrity, data transformation, and data sourcing) and identify various delivery vehicles for reporting (including formats, use of technology, and evaluation). The unit will also be responsible for the coordination and management of the HR Helpdesk.

The GNWT is working to meet its legal obligations to provide French language communications and services under the NWT *Official Languages Act*. The Department has a key role in advising and supporting Departments and Agencies in meeting their bilingual human resource needs towards implementation of enhanced communications and services in French. Staffing of an Advisor, French Language Services position was challenging but the position has been filled as of August, 2012. In addition to advising on bilingual human resource needs, the position will lead the development of DHR's French language service plans.

Financial Services continues to manage corporate financial forecasting and continues to enhance DHRs' Administrative and Operational Records Classification System.

In compliance with direction from the Financial Management Board (FMB), the Department of Finance and the Department of Human Resources will be working collaboratively to explore options for managing back end technical and functional support of the two PeopleSoft systems.

In 2013-14, once interim measures are developed in conjunction with the Union of Northern Workers on safe disclosure of information, DHR will prepare a legislative proposal for whistleblower protection.

KEY ACTIVITY 3 – MANAGEMENT AND RECRUITMENT SERVICES

Description

The **Management and Recruitment Services Division (MRS)** is responsible for the provision of front-line general human resource services which includes recruitment, administration of job competitions, client department support, and strategic advice to government-wide management in the area of human resource planning.

Human Resources Services provides general human resource services through the two client service centers of Yellowknife and Tłı̨chǫ. Human resource services include recruitment, administration of job competitions, labour relations advice, job description review, employee development and support to managers for human resource planning and employee recognition.

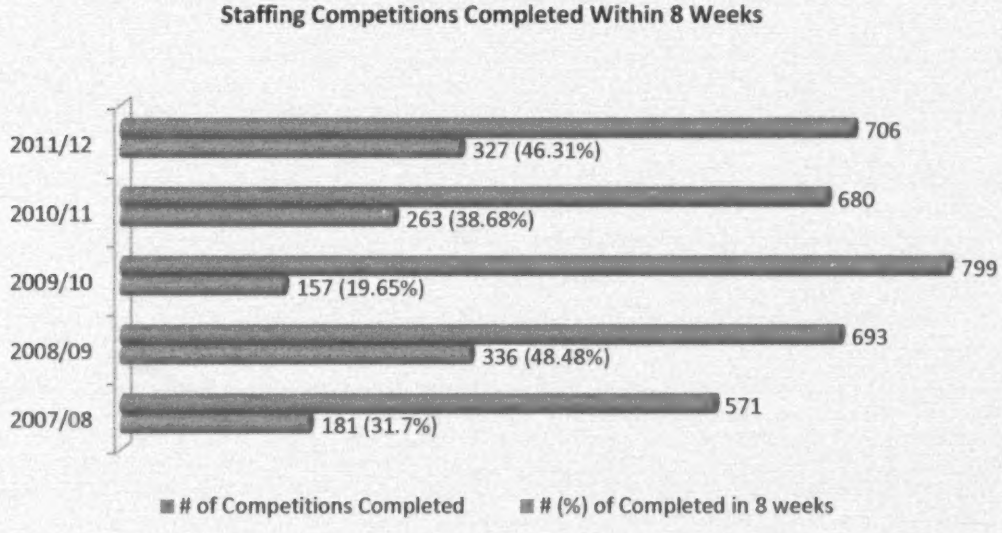
Allied Health Recruitment Unit provides specialized recruitment of allied health professional in all regions.

Human Resource Operations provides comprehensive advice and support to guide recruitment and ensure corporate consistency.

Performance Measures

Measure 1 – Staffing Competitions

DHR maintains a continuous improvement focus for overall recruitment. Training for managers and selection committee members on eRecruit, the online recruitment system for the GNWT, is offered regularly through the GNWT Training Calendar. The percentage of staffing competitions completed within 8 weeks increased over last year.

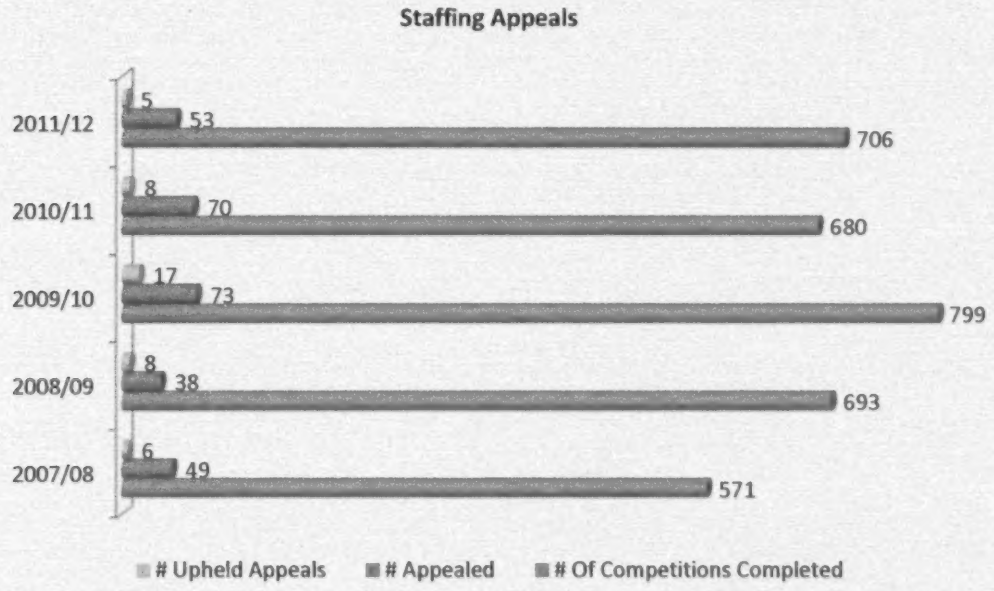


During 2013-14, MRS will focus on the ongoing training needs of program managers involved with staffing to ensure they can utilize the functionality of eRecruit and enhance their understanding of the staffing guidelines, policy, processes, and procedures.

Measure 2 – Staffing Appeals

The staffing appeals process provides for public accountability of appointments to public service positions through the competition process. Staffing Review Officers provide an independent review of the competition process by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines. In 2011-12, out of a total of 706 competitions, less than 1% of competitions completed were upheld in appeal.

DHR works with staffing practitioners and Staffing Review Officers to decrease times for appeal decisions to be rendered.



In 2013-14, ongoing in-service training for staffing practitioners as well as training for selection committee members on GNWT staffing procedures will help to ensure understanding of the staffing process which in turn should contribute to a reduction in upheld appeals.

Other Initiatives

In 2013-14, the Department will continue refinement of eRecruit data collection and reporting. DHR will focus support to client department and agency managers with changes to human resources programs and services resulting from ongoing implementation of the *20/20: A Brilliant North, NWT Public Service Strategic Plan*. MRS will continue to support the implementation of departmental human resource plans.

The Allied Health Recruitment Unit will focus on revitalizing the allied health casual pool.

KEY ACTIVITY 4 – CORPORATE HUMAN RESOURCES

Description

The **Corporate Human Resources Division** is responsible for leading government-wide human resource management programs. The Division is responsible for leading the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

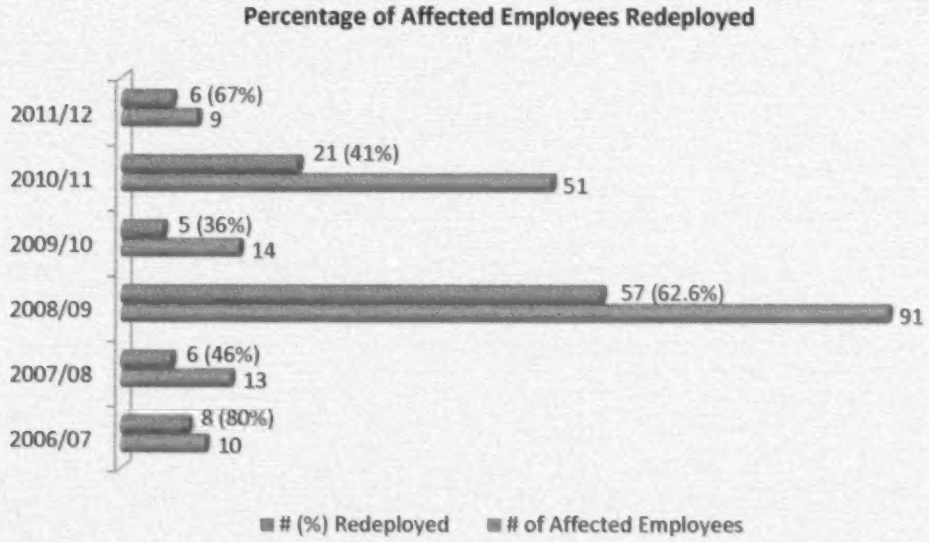
Job Evaluation and Organizational Development coordinates the evaluation of GNWT positions through implementation of the Hay Job Evaluation System, provides training on the job evaluation system and the creation of job descriptions, maintains GNWT organization charts and provides advice and support to management on organizational development.

Employee Development and Workforce Planning manages the development and implementation of government-wide human resource management programs particularly in the areas of retention; workforce planning; employee recognition; management and leadership development; health and wellness; workplace safety; diversity; and employee training and development. The Unit also provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

Performance Measures

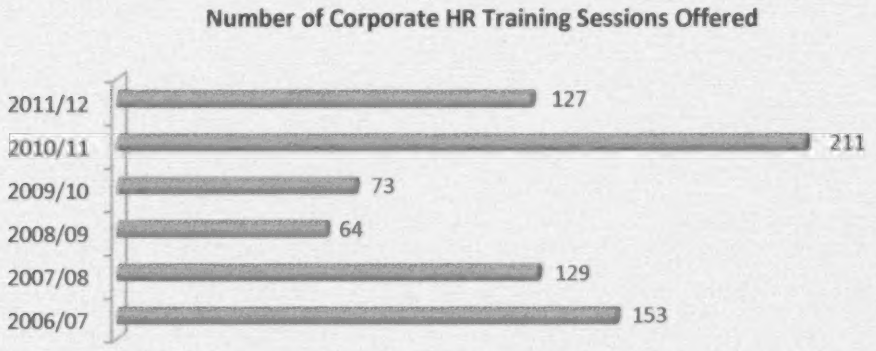
Measure 1: Percentage of Affected Employees Redeployed

The GNWT is committed to the redeployment and retraining of employees where circumstances require employee lay-off. DHR assists client department and agencies when they determine lay-offs are required to ensure fair treatment of employees and adherence to the *Staff Retention Policy*.



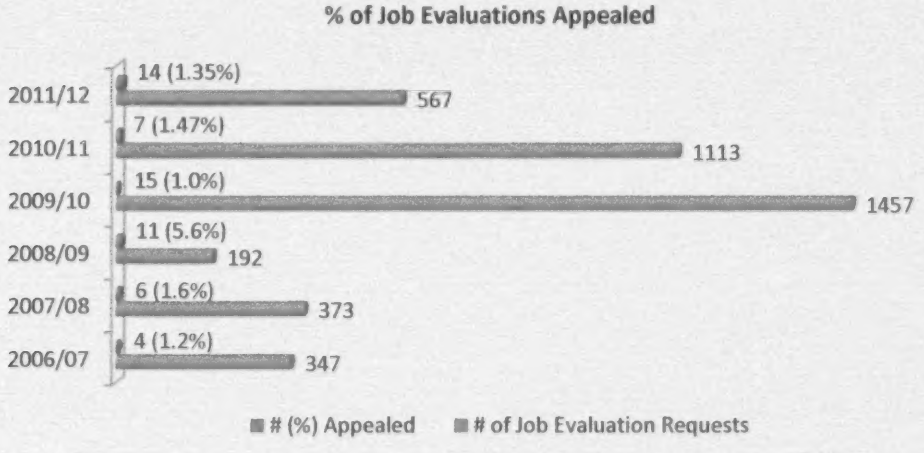
Measure 2: Number of Corporate HR Training Sessions Offered

The GNWT supports employee lifelong learning by offering a variety of courses and workshops. In response to client identified training needs, DHR co-ordinates courses relevant to all employees through the online GNWT Training Calendar. The 2011-12 course offerings included labour relations training, job description writing, pre-retirement, employee orientation as well as those provided by learning partners such as management and leadership through Aurora College; workplace safety through the Workers Safety and Compensation Commission; and health and wellness with the GNWT Employee and Family Assistance Program provider Shepell.fgi.



Measure 3: Percentage of Job Evaluations Appealed

Job evaluation is the analysis and evaluation of the required know-how, problem solving, accountability and working conditions of a job. The result establishes the relative value of a job within the GNWT and establishes a position's level of pay. DHR provides advice and guidance related to proposed departmental reorganization projects and performs job evaluations for all Departments, Boards and Agencies. It is responsible for periodic reviews of benchmark job families and subsequent reviews of jobs across the GNWT that fall within those families. Job evaluation appeals are received when an excluded or UNW employee disagrees with the Job Evaluation Committee's evaluation of their position.



Other Initiatives

DHR continues to lead the implementation of *20/20: A Brilliant North*, the NWT Public Service Strategic Plan and will be focusing on operationalizing this through the 2012-16 *20/20* Action Plan. Key strategic initiatives will include:

- Continuing to solidify and maintain the foundation of human resource services across the GNWT
- Attracting and retaining a talented public service that is representative of the people it serves
- Engaging and developing the public service in a manner that both enhances individual growth as well as ensures program and service excellence and corporate succession planning
- Promoting the GNWT as an inclusive workplace
- Increasing public awareness of GNWT employment opportunities, including use of social media
- Highlighting the contribution of employees through employee recognition.

DHR will focus in 2013-14 on ensuring understanding of employer accountability for occupational health and safety. Departments, Boards and Agencies are responsible for ensuring their workplaces comply with health and safety standards and for implementing health and safety programs in their workplaces and reducing workplace injuries. DHR is responsible for the provision of the overall framework for advice, assistance and support. DHR is developing tools and resources to support this work.

KEY ACTIVITY 5 – EMPLOYEE SERVICES

Description

The **Employee Services Division** is responsible for providing compensation, benefits, and data management services for the public service.

The **Payroll Office** provides payroll services for all GNWT full-time, part-time, and casual employees, including boards and agencies such as the Health and Social Services Authorities and Divisional Boards of Education. The Payroll Office is also responsible for paying other individuals who provide services to the GNWT such as honoraria recipients, physicians, judges and MLAs.

The **Benefits Section** delivers employee benefits services for Headquarters employees. There is also a team of specialized Benefit Officers who provide counselling on extended leave and retirement processes for all GNWT employees.

The **Data Management Section** is responsible for the entry and management of employee data for Headquarters employees. A team of Data Management Specialists carries out the more complex data management transactions for all GNWT employees.

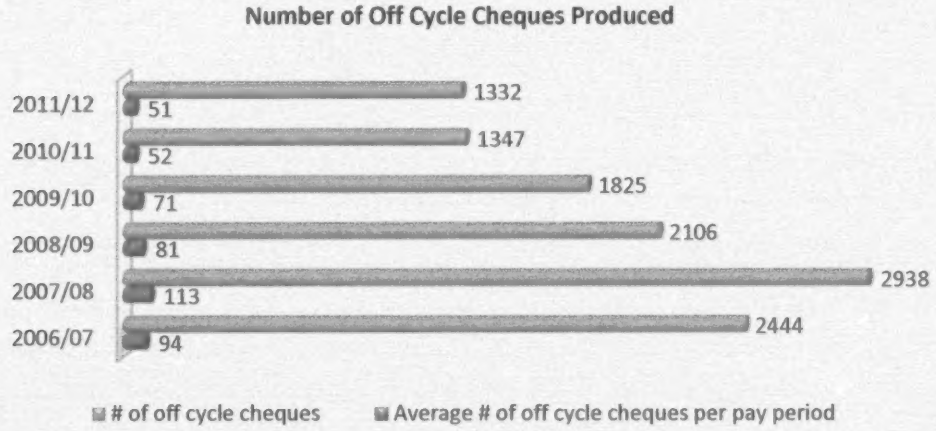
Performance Measures

Measure 1 – Employee Data Transactions (number of hires, rehires, transfers, promotions and terminations)

Efficient and accurate entry of employee information into the Human Resources Information System is required to assign employees to the appropriate pay and benefits groups. In 2011-12, DHR processed 9,233 employee transactions for hires, rehires, transfer, promotions and terminations. Termination transactions include resignations, retirements, as well as the completion of temporary employment (e.g., summer students). Between April 1, 2011 and March 31, 2012, DHR completed 2,606 final pays.

Measure 2 – Number of Off Cycle Cheques Produced

Off cycle cheques are produced outside the regular pay schedule to provide cheques for employees who have missed pay, require a pay correction that cannot wait until the next pay day or to issue a final pay.



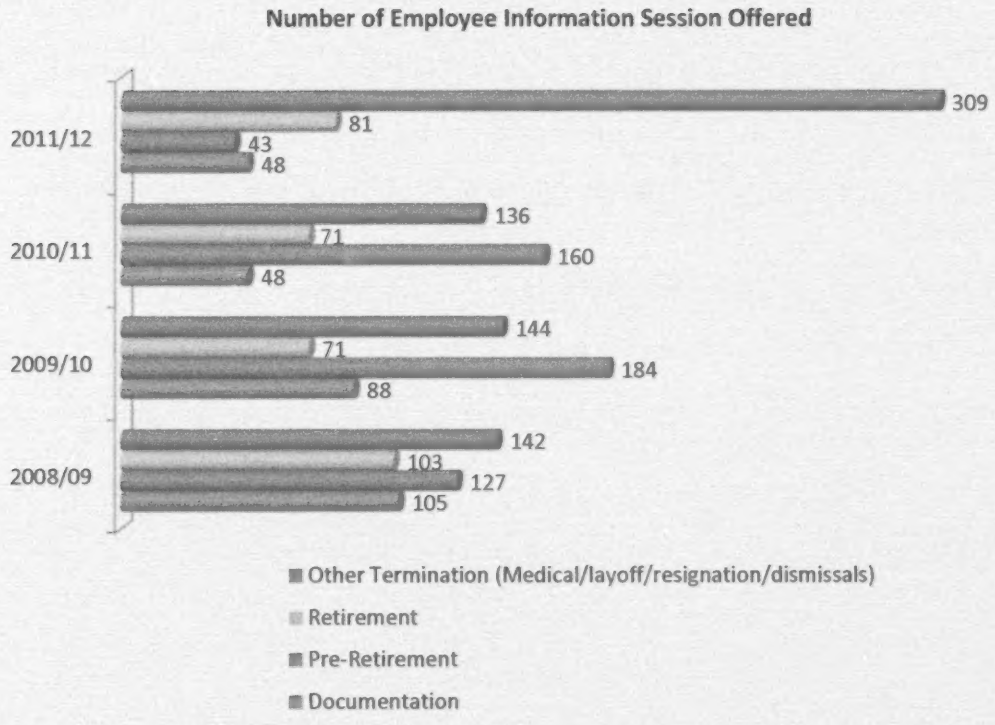
DHR's ongoing business process improvements have seen a reduction in the overall number of off cycle cheques requested in a fiscal year. While the overall number has gone down, there has been an increase in off cycle cheques required as a result of self-service errors by employees and managers. In 2009-10, 28% of off cycle cheques produced were required as a result of self-service errors. In 2010-11, 31% of off cycle cheques were required as a result of self-service errors. In 2011-12, 42% of off cycle cheques were required as a result of self-service errors. New employees are introduced to self-service as part of initial employee documentation.

DHR will focus in 2013-14, through roll-out of the Service Partnership Agreements (SPAs), on ensuring understanding of Department and Agency accountability for self service entry and approval. Managers are responsible for ensuring their workplaces comply with self service requirements including the timeliness and accuracy of pay information; managing organizational data, and supervising staff leave and attendance. DHR is responsible for the provision of the overall self service framework and for advice, assistance, and support.

On-going self-service training for employees and managers is available. In addition, step by step time sheet entry instructions as well as frequently asked questions on self-service are available on the DHR website.

Measure 3 – Number of Employee Information Sessions Offered

DHR provides information sessions to employees on entitlements to benefits that are part of the GNWT compensation package. Benefits include the pension plan, group life and disability insurance benefits, dental, extended health care (e.g., prescription drugs) as well as leave plans (sick, special, deferred).



During 2009-10, documentation of casual employees was changed from in-person documentation sessions to provision of a documentation package with the job offer.

In 2011, the Public Service Pension Centre in Shediac, New Brunswick took over the responsibility for counselling all contributors to the Public Service Pension Plan, which included GNWT employees. To enable the Pension Centre to provide summary information to GWNT employees, DHR staff continue to complete file analysis, enrolment and contribution reconciliations and all required data input of information updates and changes for the Pension Centre. This DHR function pertains to all active and terminating employees. DHR also provides support, counselling, file reconciliation and data input pertaining to GNWT entitlements such as benefits, severance pay and all types of leave to all GNWT employees.

In 2011-12, DHR provided counselling to GNWT employees when proceeding on extended leave as follows:

- 124 employees proceeding on maternity and/or parental leave
- 19 employees proceeding on education leave with or without allowance
- 33 employees who submitted disability claims
- 58 employees who submitted sick leave without pay (SLWOP)
- 12 employees proceeding on deferred salary leave
- 5 employees proceeding on a leave of absence due to the relocation of a spouse
- 62 employees proceeded on personal leave without pay (PLWOP).

NOTE: These numbers do not include employees who took periods of SLWOP or PLWOP less than 2 weeks).

Other Initiatives

During 2013-14, Employee Services will support continued implementation activities associated with collective bargaining (e.g., annual pay grids increases); ongoing transactional efficiencies from the Business Process Improvements analysis; and ongoing development of payroll administration and benefits administration measurement and reporting to support Service Partnership Agreements.

DHR will establish a Junior Benefits System and Support Officer position to support the increased complexity of benefits administration and reporting requirements of service providers such as the Public Service Pension Centre and Sun Life Assurance. Meeting third party reporting requirements is critical to ensuring employees receive their appropriate benefits entitlement.

KEY ACTIVITY 6 – REGIONAL OPERATIONS

Description

The Regional Service Centres are responsible for the provision of front-line general human resource services, as well as strategic advice and guidance in the areas of human resource planning to regional management that support the recruitment and retention of the public service. Human resource services include recruitment, labour relations advice, job description review, employee development, and support for human resource planning and employee recognition. In addition, the service centres offer benefit and data management services for regional employees.

The **Northern Region** consists of the Inuvik and Sahtu Service Centres.

The **Southern Region** consists of Fort Smith, Hay River, and Dehcho Service Centres.

Performance Measures

The regional HR service centres deliver all departmental programs and services and are usually captured in corporate measures reporting.

Other Initiatives

In 2013-14, DHR will establish decentralized Duty to Accommodate Advisor positions in both its' Northern and Southern Regional offices. These positions will provide duty to accommodate services, training and support to GNWT operations in communities outside of Yellowknife. Located in Inuvik and Fort Smith, the new positions will work collaboratively as a team with the existing Duty to Accommodate Advisor to manage all accommodations.

During 2013-14, Regional Operations will support continued implementation activities associated with the collective agreement, the Business Process Improvements analysis and Service Partnership Agreements with a focus on ensuring managers and employees receive support, information and advice on human resources programs and services.

KEY ACTIVITY 7 – LABOUR RELATIONS

Description

The **Labour Relations Division** is responsible for undertaking the strategic management of terms and conditions of employment for public servants that promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of staff. The Division is responsible the consistent application of the Duty to Accommodate Injury and Disability Policy and Guidelines and the Harassment Free and Respectful Workplace Policy and Guidelines.

Adjudications and Advice provides advanced labour relations advice to managers and human resource staff including collective agreement interpretations, human rights requirements and other employment contract interpretations.

Accommodation, Bargaining and Investigation is responsible for implementation of Duty to Accommodate Policy, investigations conducted under the Respectful Workplace and Harassment Free Policy, and collective bargaining on behalf of the GNWT.

Measure 1: Number of Harassment Free and Respectful Workplace Policy Investigations Completed

The GNWT ensures a positive work environment through ongoing training for managers and employees. In addition, DHR provide strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in prevention and early resolution of conflicts.

Year	# of Complaints Received & Formally Assessed	# that met Mandate / Investigated	# Completed in Fiscal Year	# Ongoing
2006/07	10	3	3	0
2007/08	10	3	3	0
2008/09	12	4	4	0
2009/10	15	5	2	3
2010/11	15	7	5	2
2011/12	21	11	8	3

NOTE: In August 2011, the Harassment Free and Respectful Workplace Policy replaced the Workplace Conflict Resolution Policy (WCRP). Complaints prior to August 2011, were received, assessed and investigated under the WCRP.

Some complaints do not meet the mandate of existing policy, but warrant further investigation. In addition, client departments and agencies may initiate investigations for workplace issues that fall outside the mandate of the Harassment Free and Respectful Workplace Policy.

Misconduct Investigations

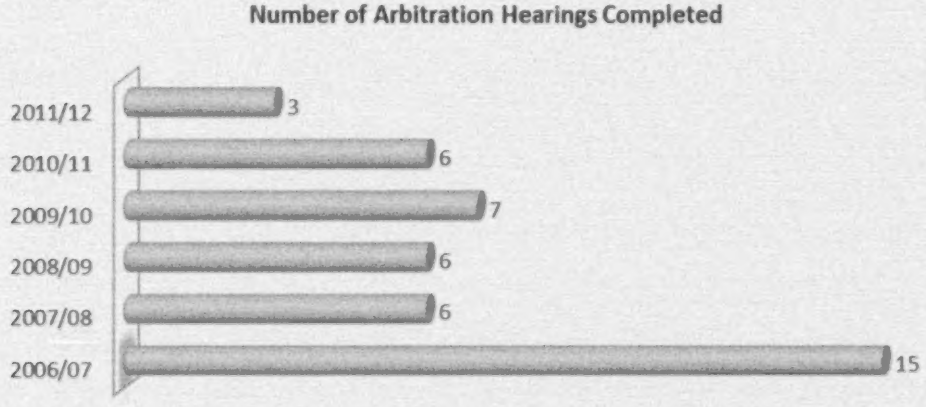
Year	# Completed	# of DHR Investigations*	# of Departmental Investigations**
2006/07	9	6	3
2007/08	7	3	4
2008/09	5	2	3
2009/10	2	2	0
2010/11	8	4	4
2011/12	1	0	1

*Investigations completed by Department of Human Resources Investigator position.
**Investigations completed by Departments with assistance of Investigator position.

DHR provides training to supervisors and managers to assist in their development and to reinforce their positive management practices.

Measure 2: Number of Arbitration Hearings Completed

Management of arbitrations is a joint process between the Union and the GNWT, requiring agreement between the parties on how to reach resolution. Senior Labour Relations staff and UNW representatives meet each month to address outstanding grievances referred to arbitration with the intent to resolve them to the mutual satisfaction of both parties or schedule them for arbitration.



The number of grievances referred to arbitration had been declining as a result of proactive collaboration; however, an increase had been experienced in 2011 which is not uncommon during times of labour unrest such as when the parties are in negotiations as was the case in 2011.

Measure 3: Number of Grievances Settled

Human resource management practices such as monitoring employee performance, supporting employee development and ensuring staff have the tools they need to do their job are the responsibility of program managers. Client service managers provide strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in a lower number of grievances.

DHR provides regular labour relations training to supervisors and managers to assist in their development and to reinforce their positive management practices. DHR will focus support to client department and agency managers with changes to human resources programs and services resulting from implementation of the NWT Public Service Strategic Plan.

Measure 4: Number of Accommodation Plans Finalized

The GNWT, as an employer, has a duty to accommodate its employees in instances in which, due to the consequence of a disease, injury or condition, an employee requires accommodation to remain in or return to the workplace. In 2011, the GNWT implemented the Duty to Accommodate Injury and Disability Policy to ensure Deputy Heads, employees, and stakeholders understand their responsibilities.

In 2011-12, the baseline year, 20 permanent/long term accommodations were finalized. Since mid-2010, DHR has provided advice and assistance regarding permanent, long term and temporary accommodations for approximately 400 employees.

Accommodation measures are individualized and treated on a case by case basis depending upon employee's limitations and restrictions as well as job demands. Management of accommodation cases is usually ongoing with updated medical information needed and modifications to accommodation plans required. There are approximately 100 active accommodation files at any one time that require return to work plans and accommodations to enable employees to remain in the workplace or successfully return to work.

Other Initiatives

To raise awareness of the Duty to Accommodate Policy, its application and the general process, DHR will develop informational and training material for both managers and employees. Training managers

ensures they are aware of the legal basis for the Policy and the implications to the GNWT from a legal and financial standpoint if the Policy is not followed.

Ongoing implementation of collective bargaining agreements and handbooks through government wide and departmental implementation activities will continue as outlined in the agreements (e.g., annual pay increase).

2. RESPONDING TO PRIORITIES

The Department of Human Resources, in support of Believing in People and Building on the Strengths of Northerners, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

Priority 1 – Build a Strong and Sustainable Future for our Territory

Description

Strengthening our relationships with Aboriginal and other northern governments:

- Foster close relationships with Aboriginal and community governments through training and support programs to help build confident and capable Aboriginal and community governments.

- Partner with community and Aboriginal governments to improve program and service delivery where possible.

Major Program and Service Initiatives Planned for 2013-14

- The NWT Public Service Strategic Plan has ongoing funding to implement initiatives designed to support development of, and enhance the capacity of, community and Aboriginal governments across the NWT. DHR participates on the Public Service Capacity for Local Governments Steering Committee along with the Department of Municipal and Community Affairs (MACA), the NWT Association of Communities (NWTAC), and the Local Government Administrators of the NWT (LGANT). The Public Service Capacity for Local Governments Initiative includes a number of strategies to address the recruitment and retention challenges faced by community and Aboriginal governments. It developed a series of initiatives aimed at recruiting, training and retaining local government administrators and establishing local governments' ability to assess their own operational strengths and needs.

- The GNWT supports the utilization of intergovernmental secondments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience.

- The GNWT advertises, upon request, Aboriginal government employment opportunities on the GNWT website and has a direct link to the employment opportunities with community governments to widen the potential recruitment pool for community and Aboriginal governments.

- The GNWT will make available to Aboriginal and community governments courses and workshops offered through the GNWT training calendar if space is available and the training is appropriate to the organization.

Description

Negotiating and implementing a devolution final agreement:

- Ongoing preparation and participation in negotiation tables and the coordination of intergovernmental planning for implementation - recognising the significant human resource components involved in the transfer of responsibility from Canada to GNWT.

Major Program and Service Initiatives Planned for 2013-14

- The GNWT must have a knowledgeable and experienced public service to be able to provide a continuity of program and service delivery for transferred responsibilities. A Devolution Human Resources Intergovernmental Working Group has been formed. Members include senior management in the Department of Human Resources, an assistant negotiator from the Devolution Office with the Department of Executive and senior management and human resource practitioners from Aboriginal Affairs and Northern Development (AAND).

- The implementation of devolution will result in an increased workload for DHR related to organizational design, job description writing, the evaluation of jobs and potential job evaluation appeals, recruitment on boarding, orientation, and subsequent re-organizational shifts.

- DHR will continue to focus on implementing the NWT Public Service Strategic Plan and Fixing the Foundation to ensure the GNWT is positioned to effectively and efficiently implement devolution and will also provide support on human resources impacts and requirements related to pay and benefit comparison, organizational design, job descriptions, and job evaluation.

Priority 2 – Increase employment opportunities where they are needed most

Description

Decentralizing more GNWT positions:

- As part of planning for devolution implementation, consideration will be given to overall organizational design for the GNWT and in particular, location of new positions being established.

- A concerted recruitment strategy to staff regional vacant positions will support employment opportunities across the NWT.

Major Program and Service Initiatives Planned for 2013-14

- DHR provides advice and guidance to GNWT management on organizational development. It also provides organizational design support for devolution and to those Departments requesting assistance related to proposed departmental reorganization projects.

3. RESOURCE SUMMARY

DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2013-14	Revised Estimates 2012-13	Main Estimates 2012-13	Actuals 2011-12
	($000)	($000)	($000)	($000)
OPERATIONS EXPENSE				
Directorate	607	607	607	1,448
Human Resource Strategy and Policy	6,826	7,134	7,134	8,440
Management and Recruitment Services	3,970	3,970	3,970	4,030
Corporate Human Resources	9,129	12,371	12,371	8,226
Employee Services	14,191	14,080	14,080	15,323
Regional Operations	4,476	4,634	4,634	4,656
Labour Relations	2,414	-	-	-
TOTAL OPERATIONS EXPENSE	**41,613**	**42,796**	**42,796**	**42,123**
REVENUES	750	250	250	761

HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Employees	188	192	193	185

Appendix 1 – Financial Information

Operations Expense Summary

	2012-13 Main Estimates	PROPOSED ADJUSTMENTS: Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources	2013-14 Business Plans
Directorate							
Directorate	607						607
Total Activity	607	0	0	0		0	607
Human Resource Strategy and Policy							
Management	1,315			(263)		(319)	733
Information Systems	3,276			(81)	(14)	(234)	2,947
Quality Assurance	247					(247)	0
Finance and Corporate Support	553						553
Policy and Communications	640						640
Business Performance Unit	0					850	850
Amortization	1,103						1,103
Total Activity	7,134	0	0	(344)	(14)	50	6,826
Management and Recruitment Services							
Management	338						338
Human Resource Services	2,673						2,673
Allied Health	959						959
Total Activity	3,970	0	0	0	0	0	3,970
Corporate Human Resources							
Management	3,907					(211)	3,696
Job Evaluation and Org Design	937						937
Labour Relations	1,767					(1,767)	0
Employee Development and Workforce Planning	2,315				(261)		2,054
Recruitment Support	3,445				(1,003)		2,442
Total Activity	12,371	0	0	0	(1,264)	(1,978)	9,129
Employee Services							
Management	433						433
Payroll	2,039						2,039
Benefits	10,777	111					10,888
Data Management	831						831
Total Activity	14,080	111	0	0	0	0	14,191

	2012-13 Main Estimates	PROPOSED ADJUSTMENTS					2013-14 Business Plans
		Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources	
Regional Operations							
Northern Region	2,419					(158)	2,261
Southern Region	2,215						2,215
Total Activity	4,634	0	0	0	0	(158)	4,476
Labour Relations							
Labour Relations		328				1,767	2,095
Collective Bargaining						319	319
Total Activity	0	328	0	0	0	2,086	2,414
TOTAL DEPARTMENT	42,796	439	0	(344)	(1,278)	0	41,613

Explanation of Proposed Adjustments to Operations Expense

Key Activity / Task	Explanation of Proposed Adjustment	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources
Human Resource Strategy and Policy						
Management	Sunset and transfer Collective Bargaining to Labour Relations			(263)		(319)
		0	0	0	0	(319)
Information Systems	Sunset of PeopleSoft O&M			(81)		
	Transfer TSC Chargebacks to H&SS				(14)	
	Transfer Research and Reporting to Business Performance Unit					(234)
		0	0	(81)	(14)	(234)
Quality Assurance	Transfer Quality Assurance to Business Performance Unit					(247)
		0	0	0	0	(247)
Business Performance Unit	New unit created through internal reallocation					850
		0	0	0	0	850
	Total for Activity	**0**	**0**	**(344)**	**(14)**	**50**
Corporate Human Resources						
Management	Transfer to HRSP Business Performance Unit					(211)
		0	0	0	0	(211)
Labour Relations	Transfer division to new Labour Relations Activity					(1,767)
		0	0	0	0	(1,767)
Employee Development and Workforce Planning	Transfer to Health and Social Services				(261)	0
		0	0	0	(261)	0
Recruitment Support	Transfer to Health and Social Services				(1,003)	0
		0	0	0	(1,003)	0
	Total for Activity	**0**	**0**	**0**	**(1,264)**	**(1,978)**

Key Activity / Task	Explanation of Proposed Adjustment	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources
Employee Services						
Benefits	Junior Benefits and Support Officer	111				
		111	0	0	0	0
	Total for Activity	**111**	**0**	**0**	**0**	**0**
Regional Operations						
Northern Region	Transfer Helpdesk to new HRSP Business Performance Unit					(158)
		0	0	0	0	(158)
	Total for Activity	**0**	**0**	**0**	**0**	**(158)**
Labour Relations						
Labour Relations	Duty to Accommodate Advisors	328				
	Transfer Labour Relations from Corporate Human Resources					1,767
		328	0	0	0	1,767
Collective Bargaining						
	Transfer Collective Bargaining from Human Resources Strategy and Policy to new activity					319
		0	0	0	0	319
	Total for Activity	**328**	**0**	**0**	**0**	**2,086**
TOTAL PROPOSED ADJUSTMENTS		**439**	**0**	**(344)**	**(1,278)**	**0**

Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan

Revenue Item	(thousands of dollars) 2012-13 Main Estimates	2013-14 Business Plans
Medical Transportation Recoveries	250	750

Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan

Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Re-allocation	2013-14 Business Plan
		(thousands of dollars)						
Corporate Human Resources								
Recruitment Support		115				(115)		0
Total Corporate Human Resources		115	0	0	0	(115)	0	0
TOTAL PROPOSED ADJUSTMENTS		**115**	**0**	**0**	**0**	**(115)**	**0**	**0**

Appendix II – Human Resources Reconciliation

Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	Number of Positions	Location	Total
2012-2013 Main Estimates	192	-	192
Transfers:			
Transfer Corporate Human Resources Recruitment Support Unit to H&SS, Manager, Nurse Educator Mentor, Recruitment Program Officer, Health Recruitment Specialist, Mentorship Coordinator and Training Officer	(6)	Yellowknife	(6)
Transfer Regional Operations Training Officer to H&SS	(1)	Inuvik	(1)
Forced Growth:			
Duty to Accommodate Advisor	1	Inuvik	1
Duty to Accommodate Advisor	1	Fort Smith	1
Junior Benefits Systems and Support Officer	1	Yellowknife	1
Internal Reallocation:			
Transfer Corporate Human Resources-Labour Relations to New Activity Labour Relations	(13)	Yellowknife	(13)
Transfer Human Resources Strategy and Policy Collective Bargaining to Labour Relations	(3)	Yellowknife	(3)
New Activity Labour Relations	16	Yellowknife	16
Transfer Regional Operations Help Desk to Human Resources Strategy and Policy Business Performance Unit	(2)	Inuvik	(2)
Human Resources Strategy and Policy Business Performance Unit Help Desk	2	Inuvik	2
Corporate Human Resources-Management-Position to Human Resources Strategy and Policy Business Performance Unit	(1)	Yellowknife	(1)
Human Resources Strategy and Policy Business Performance Unit	1	Yellowknife	1
Total Proposed Positions 2013-14 Business Plan	188		188
Increase (Decrease)	(4)		(4)

Appendix III – Infrastructure Investments

ePerformance Project

In June 2011, the ePerformance Project was approved for IT Capital Funding to be included in the 2012-13 and 2013-14 Main Estimates for the Department of Human Resources.

ePerformance is a web-deployed performance management system that provides managers, employees, and HR administrators with greater ability to monitor and manage the overall performance process. ePerformance uses the PeopleSoft employee self-service and manager on-line approval tools to develop, submit, and approve performance evaluations on-line. This will help to streamline a manual performance evaluation process, collect and maintain performance related data and enhance efficiency by reducing duplicate data entry.